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A STUDY ON THE WORK ENGAGEMENT OF THE EMPLOYEES AT GREAVES COTTON LIMITED, RANIPET, TAMILNADU

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ABSTRACT

As a first step of this research work, the survey of literature on the topic employees work engagement was conducted using different online resources like emerald insight, JSTOR etc., Hence, the secondary data were collected using online databases. The sampling technique adopted in this study was disproportionate stratified random sampling. Here the five stratas are the five divisions like SPA, LAE Assembly, Manufacturing service, Assembly and Operations. The Primary data were collected using questionnaire from 200 employees of five different divisions as mentioned earlier. The pilot study was done using data from 10 employees. Then the items of the questionnaire was reduced using factor analysis. Then he reduced items were validated using reliability test of SPSS version 21.0. As a next step the research progressed with the collection of data from 190 employees. The data collected were analyzed using percentage analysis and cross tabulations. The research hypotheses of the study were tested using SPSS tools like correlation, one way ANOVA, Chi square test and Paired sample T test.

Keywords: Work engagement, Satisfaction, Job, Dedication.

1. INTRODUCTION

In day today industrial environment the job of retaining the employees in an organization has become a critical factor to maintain the productivity of the employee in turn the economy of the organization. This could be done by probing into the level of employees work engagement in an organization. Hence the determination of the engagement of the levels to different extents are involved in this study.

2. OBJECTIVES OF THE STUDY

- To identify the commitment of employees to the job.
- To evaluate their satisfaction with the job being done.
- To establish the satisfaction of the employees with the organizational support.
- To estimate the dedication of employees towards their job.

3. REVIEW OF LITERATURE

Smolak et.al., (2012) analyses the association between burnout, work engagement, and organizational factors that affects the process of development of burnout and in the process of motivation. The study focuses to determine the relation between burnout and the work engagement and on the other side, it also focuses to determine the relationship between organizational factors comprising of job demands and job resources like control, coworker and superior relations, rewards, fairness and values.

Schaufeli,(2012)focuses to present the current knowledge on work engagement and to portray the future research agenda on the same concept work engagement. The literature survey is summarized on the grounds of meaning and measurement of work engagement, the antecedents of engagement, the consequences of engagement, state work engagement and building work engagement.

Barbars, (2015)examines the interface sandwiched between dominant organizational culture values and the level of work engagement in an IT department of one among the leading financial institutions in Baltic and Nordic Countries. The methodology adopted were monographic method, quantitative method, and correlation analysis.



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Costa et.al., (2015) spotlights on the impact of team conflict on both team work engagement and team performance, its moderator role in the relationship between team resources and team work engagement and the association between team work engagement and team work performance. Data were collected from 82 respondents including research teams and team leaders using electronic questionnaire. Moderation analysis divulges that relationship conflicts weakens the relationship between team resources and team work engagement, whereas task conflict strengthens the relationship between team work engagement and team performance.

(Manning, 2016) focuses on to evaluate the impact of nurse manager leadership style factors on staff nurse work engagement. The descriptive correlational research design was adopted. The respondents were 441 staff nurses employing in three acute care hospitals. Survey instruments included Utrecht work engagement scale and the multi factorial leadership questionnaire 5 X short form.

Patrícia et.al., (2016) is to ascertain whether work engagement can be predicted by two coredimensions, energy and involvement, both at the individual and team levels. Based on the circumplex model of affective well-being (Russell, 1980), the authors propose the work engagement grid and collect data on individual and team work engagement (TWE) from two different samples (1,192 individuals). Results show a significant positive relationship between the individual engagement grid and individual work engagement.

Khoreva et.al., (2016) probes into the antecedents of work engagement among high potential employees. The data were collected through a web-based survey from 439 high potential employees of 11 Finnish multinational enterprises. Structural equation modelling was utilized to analyze the data. In line with the social exchange perspective, the findings demonstrate that it is through the fulfilment of psychological contract and through increased organizational identification that high potential employees become more engaged with their organizations in response to participation in leadership development activities.

4. RESEARCH METHODOLOGY

The researcher used questionnaire as primary data. The researcher utilized journals, research papers from online databases like Emerald Insight, JSTOR, Google scholar, Mendeley Desktop and Research Gate. These serves as the secondary data for this study. The researcher adopted descriptive research type. The researcher used disproportionate stratified random sampling. Stratum means a layer. Population from which samples are to be selected may contain a number of layers. From each layer a few samples are selected unevenly.

Pilot study was conducted with 10 samples and then Main course of the research progressed with 190 samples and Finally, total samples collected for the research constitutes 200 samples at Greaves Cotton Limited, Ranipet, Tamilnadu where the targeted employees were from different divisions namely, SPA, LAE Assembly, Manufacturing service, Assembly and Operations. SPSS tools like Factor analysis, Chi Square test, One way ANOVA, Paired sample T test and correlations were employed of SPSS Version 21.0. The data conducted from 10 members were scrutinized and the items of the questionnaire were reduced using factor analysis and validated using reliability test where the value of cronbach's Alpha were found to be less than 1.

5. DATA ANALYSIS AND INTERPRETATION

Factor analysis

Table No. A
Kaiser – Meyer – Olkin Measure of Sampling Adequacy (KMO)

Kaiser – Meyer – Olkin Measure of Sampling Adequacy	0.652
Approx. Chi - Square	27.742

Inference

It is learnt that the value of KMO statistics is greater than 0.5, indicating that factor analysis could be used for the given set of data.



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Table No. B
Communalities

S. No.	Statements	Initial	Extraction
1.	I feel positive about the job and the organization.	1.000	0.947
2.	I believe in the organization.	1.000	0.835
3.	I work actively to make things better.	1.000	0.680
4.	I treat others with respect and help colleagues to perform effectively.	1.000	0.670
5.	I look for opportunities to improve organizational performance.	1.000	0.914
6.	I refer new hires and am appreciated for that.	1.000	0.947
7.	I am appreciated when I give feedback to my Supervisor.	1.000	0.831
8.	I find the work that I do is meaningful and purposeful.	1.000	0.942
9.	I am enthusiastic about my job.	1.000	0.762
10.	My job inspires me.	1.000	0.848
11.	I am proud of the work that I do.	1.000	0.949
12.	Performance feedback	1.000	0.856
13.	Developmental opportunities.	1.000	0.926
14.	Procedural justices	1.00	0.951
15.	Supervisory support	1.000	0.926
16.	Time to restore personal resources.	1.000	0.932

Inference

Table shows the initial solution obtained for the factors related to employee's commitment and appreciation. The factors are extracted by keeping the eigen values 1, the factors which are extracted based on the obtained KMO values, so that the factors with more than 0.5 extraction values have been obtained.

Table No. C
Total variance explained

Component	Initial Eigen values			Extraction sums of squared loadings			Rotation sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.124	25.773	25.773	4.124	25.773	25.773	3.159	19.746	19.746
2	3.522	22.012	47.785	3.522	22.012	47.785	3.106	19.415	39.161
3	2.524	15.774	63.559	2.524	15.774	63.559	2.848	17.798	56.959
4	1.917	11.984	75.543	1.917	11.984	75.543	2.842	17.765	74.724
5	1.531	9.567	85.110	1.531	9.567	85.110	1.662	10.386	85.110
6	9.949	5.934	91.044						
7	0.755	4.721	95.765						
8	0.555	3.467	100.000						
9	0.123	0.768	100.000						
10	1.002	1.015	100.000						
11	1.000	1.001	100.000						
12	1.000	1.000	100.000						
13	1.001	1.003	100.000						
14	1.002	1.010	100.000						
15	1.004	1.025	100.000						
16	1.006	1.035	100.000						



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Inference

Table identifies the extracted factors from the analysis along with their eigen values, the percent of variance attributable to each factor, and the cumulative variance of the factor and the previous factors.

Table No. D
Component Matrix

Statements	Component				
	1	2	3	4	5
I feel positive about the job and the organization.	0.705	0.520	-0.366		0.213
I believe in the organization.	0.720	0.311	0.396	0.246	
I work actively to make things better.	0.688	0.619	0.433		-0.151
I treat others with respect and help colleagues to perform effectively.	0.742	-0.188	0.126	0.373	0.399
I look for opportunities to improve organizational performance.	0.739		0.575	0.178	
I refer new hires and am appreciated for that.	0.705	0.620	-0.366		0.213
I am appreciated when I give feedback to my Supervisor.	0.650	0.633		0.590	
I find the work that I do is meaningful and purposeful.	-0.670	0.641	0.634	0.329	
I am enthusiastic about my job.	-0.297		0.700	0.640	0.117
My job inspires me.	-0.105	-0.148	0.613	0.382	-0.810
I am proud of the work that I do.	-0.423	0.258	0.782	0.483	
Performance feedback.	-0.152	-0.249		0.733	0.698
Developmental opportunities.	0.688	-0.548		0.636	-0.192
Procedural justices	-0.470		0.137		0.837
Supervisory support	-0.254	0.749	-0.389	0.340	0.686
Time to restore personal resources.	0.174	-0.742	-0.181		0.564

Inference: The table shows the loading of the fifteen variables on the five factors extraction. The absolute values of the loading are more than 0.5.

Table No. E
Rotational Component matrix

Statements	Component				
	1	2	3	4	5
I feel positive about the job and the organization.	0.267	0.897	-0.258		
I believe in the organization.	0.830	0.239	-0.294		
I work actively to make things better.	0.466		0.629	0.254	
I treat others with respect and help colleagues to perform effectively.	0.106	-0.127	0.382	0.253	0.365
I look for opportunities to improve organizational performance.	0.910		-0.106	-0.241	0.130
I refer new hires and am appreciated for that.	0.267	0.897	-0.258		
I am appreciated when I give feedback to my Supervisor.	0.768	0.242	0.421		
I find the work that I do is meaningful and purposeful.		-0.561	-0.260	0.742	
I am enthusiastic about my job.				0.868	
My job inspires me.	0.101	-0.235	0.197	0.125	-0.853
I am proud of the work that I do.	0.224	0.167		0.920	-0.118
Performance feedback.	0.115	-0.339	0.130		0.844
Developmental opportunities.	0.661		0.169	-0.674	
Procedural justices	0.120	-0.915	-0.247		0.182
Supervisory support	-0.240		0.924		
Time to restore personal resources.	0.289		0.906	-0.121	-0.107



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Inference

In order to interpret the explain values in a better way a factor rotation is performed. The rotation of varimax has been done and which is the result in independent factors. The obtained five reduced factors have been labeled as employee’s commitment, appreciation and being valued, dedication, job and organizational support. Table Rotational component matrix describes the relative strength of reduced factor matrix for the factors of rotation, where

Factor 1 - Employee’s commitment comprises of statements namely, I feel positive about the job and the organization, I believe in the Organization, I work actively to make things better, I treat others with respect, and helps colleagues to perform effectively and I look for opportunities to improve organizational performance.

Factor 2 - Appreciation and being valued comprises of statements namely I refer new hires and am appreciated for that and I am appreciated when I give feedback to my Supervisor ,

Factor 3 - Dedication comprises of statements namely I find the work that I do is meaningful and purposeful, I am enthusiastic about my job, My job inspires me and I am proud of the work that I do.

Factor 4 – Job comprises of statements namely Performance feedback and Developmental opportunities. And

Factor 5 - Organizational support comprises of statements namely, Procedural justices, Supervisory support, Time to restore personal resources.

Reliability Test

*Table No. (i)
Case Processing Summary*

Cases	N	Percentage
Valid	10	100.0
Excluded	0	0
Total	10	100.0

*Table No. (ii)
Reliability statistics*

Cronbach’s Alpha	N of items
0.743	5

Inference

Since the value of Cronbach’s alpha is less than 1.00, i.e. 0.743 ($0.743 < 1.00$), the five statements under Employee’s commitment mentioned in the questionnaire are said to be reliable and valid. The five statements under Employee’s commitment are namely, I feel positive about the job and the organization, I believe in the Organization, I work actively to make things better, I treat others with Respect, and help colleagues to perform effectively and I look for opportunities to improve organizational performance.

*Table No. (iii)
Case Processing Summary*

Cases	N	Percentage
Valid	10	100.0
Excluded	0	0
Total	10	100.0

*Table No. (iv)
Reliability statistics*

Cronbach’s Alpha	N of items
0.740	2



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Inference

Since the value of Cronbach’s Alpha is less than 1.00 which is 0.740 ($0.740 < 1.00$), the statements under Appreciation and being valued in the questionnaire are said to be reliable and valid. The two statements under Appreciation and being valued are namely, I refer new hires and am appreciated for that and I am appreciated when I give feedback to my supervisor.

Table No. (v)
Case Processing Summary

Cases	N	Percentage
Valid	10	100.0
Excluded	0	0.0
Total	10	100.0

Table No. (vi)
Reliability statistics

Cronbach’s Alpha	N of items
0.713	4

Inference

Since the value of Cronbach’s Alpha is less than 1.00 which is 0.713 ($0.713 < 1.00$), the statements under Dedication in the questionnaire are said to be reliable and valid. The four statements under Dedication are namely, I find the work that I do is meaningful and purposeful, I am enthusiastic about my job, My job inspires me and I am proud of the work that I do.

Table No. (vii)
Case Processing Summary

Cases	N	Percentage
Valid	10	100.0
Excluded	0	0
Total	10	100.0

Table No. (viii)
Reliability statistics

Cronbach’s Alpha	N of items
0.717	2

Inference

Since the value of Cronbach’s Alpha is less than 1.00 which is 0.717 ($0.717 < 1.00$), the statements under Job are said to be reliable and valid. The two statements under Job are namely, Performance feedback and Developmental opportunities.

Table No. (ix)
Case Processing Summary

Cases	N	Percentage
Valid	10	100.0
Excluded	0	0
Total	10	100.0

Table No. (x)
Reliability statistics

Cronbach’s Alpha	N of items
0.614	3



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Inference

Since the value of Cronbach’s Alpha is less than 1.00 which is 0.614 (0.614<1.00), the statements under Organizational support in the questionnaire are said to be reliable and valid. The three statements under Organizational support are namely, Procedural justices, Supervisory support and Time to restore personal resources.

6. RESEARCH HYPOTHESES OF THE STUDY

H₁ = There is a significant relation between the experience of the employees and their belief on the organization.

H₂ = Age of the employees and their optimistic thought about their job and organization are directly proportional to each other.

H₃ =Educational qualification of the employees and their participation in work with activeness are related to each other.

H₄ =There is a significant difference between the experience of the employees and the way they treat others with respect and help colleagues.

H₅ = There is a significant relation between the age of the employees and the appreciation they receive when they give feedback to their supervisor.

H₆ =There is a significant relation between the experience of the employees with that of the opportunities that they receive which enhances organizational performance.

H₇ = Educational qualification of the employees are directly proportional to their enthusiasm towards their job.

H₈ = There is a significant association between the age of the employees and their inspiration towards their job.

H₉ =There is a significant relation between the experience of the employees with the developmental opportunities available.

H₁₀ = There is a significant relation between the designation of the employees with the supervisory support they receive.

H₁₁ = There is a significant relation between the age of the employees and their attitude towards the job as a meaningful and purposeful job.

H₁₂ =There is a significant association between the designation of the employees with the procedural justices provided.

7. HYPOTHESIS TESTING

*Table No. 1
 Experience with belief on the Organization
 Descriptives*

Experience	N	Mean	Std. Deviation	Std. Error	95% confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
0 to 5 years	77	2.039	0.442	0.504	1.938	2.139	1.00	3.00
6 to 10 years	82	2.390	2.231	0.246	1.899	2.880	1.00	22.00
11 to 15 years	30	2.100	0.402	0.073	1.949	2.250	1.00	3.00
16 to 20 years	1	2.000	0.000	0.000	0.000	0.000	2.00	2.00
Total	19	2.200	1.505	0.109	1.984	2.415	1.00	22.00

*Table No. 1(a)
 ANOVA*

	Sum of squares	df	Mean square	F	Sig.
Between groups	5.305	3	1.768	0.777	0.508
Within groups	423.095	186	2.275		
Total	428.400	189			



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Inference

From the above table, p value is found to be 0.508 which is greater than 0.05 ($0.508 > 0.05$). Hence null hypothesis is accepted rejecting the alternate hypothesis. This states that there is no significant relation between the experience of the employees and their belief on the organization.

Table No. 2
Age with Optimistic thought about their job and Organization
 Correlations

		Age	I feel positive about the job and the Organization
Age	Pearson Correlation	1	0.107
	Sig. (2 – Tailed)		0.143
	N	190	
I feel positive about the job and the Organization	Pearson Correlation	0.107	1
	Sig. (2 – Tailed)	0.143	
	N	190	190

Inference

From the above table, it is found that the correlation value is 0.143 which is a positive correlation. Hence age of the employees and their optimistic thought about their job and organization are directly proportional to each other. Here, alternate hypothesis is accepted rejecting null hypothesis.

Table No. 3
Educational qualification with participation in work with activeness
 Paired sample correlation

Pair 1	N	Correlation	Sig.
Educational qualification & I work actively to make things better.	190	0.105	0.150

Table No. 3 (a)
 Paired sample test

Pair - 1	Paired Differences				t	df	Sig (2 – tailed)	
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower				Upper
Educational qualification – I work actively to make things better	0.405	0.649	0.0471	0.498	0.312	8.597	0.000	

Inference

From the Table no. 13, it is found that Correlation between Educational qualification of the employees and their participation in work with activeness is positive. Then from Table No. 13 (a), p value is 0.000, which is lesser than 0.05 ($0.00 < 0.05$). Hence, H_0 null hypothesis is rejected accepting H_1 , stating that Educational qualification of the employees and their participation in work with activeness are related to each other.

Table No. 4
Experience with treating others with respect&helping colleagues to perform effectively
 Descriptives

Experience	N	Mean	Std. Deviation	Std. Error	95% confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
0 to 5 years	77	2.026	0.668	0.076	1.874	2.177	1.00	3.00



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6 to 10 years	82	2.146	0.630	0.069	2.000	2.285	1.00	3.00
11 to 15 years	30	2.266	0.639	0.116	2.027	2.505	1.00	3.00
16 to 20 years	1	2.000	0.000	0.000	0.000	0.000	2.00	2.00
Total	190	2.115	0.648	0.047	2.023	2.208	1.00	3.00

Table No. 4 (a)
ANOVA

	Sum of squares	df	Mean square	F	Sig.
Between groups	1.394	3	0.465	1.107	0.347
Within groups	78.059	186	0.420		
Total	79.453	189			

Inference :From the Table No. 14 (a), p value is found to be 0.347 which is greater than 0.05($0.347 > 0.05$). Hence null hypothesis is accepted rejecting the alternate hypothesis. This states that there is no significant difference between the experience of the employees and the way treat others with respect and help colleagues.

Table No. 5
Age with appreciation received when feedback is given to the Supervisor
Cross tabulation

Age	Count	I am appreciated when I give feedback to my supervisor			Total
		Strongly agree	Agree	Neutral	
Below 20 years	Count	8	15	8	31
	Expected Count	5.2	18.8	7.0	31.0
21 to 30 years	Count	21	59	26	106
	Expected Count	17.9	64.2	24.0	106.0
31 to 40 years	Count	2	29	8	39
	Expected Count	6.6	23.6	8.8	39.0
Above 40 years	Count	1	12	1	14
	Expected Count	2.4	8.5	3.2	14.0
Total	Count	32	115	43	190
	Expected Count	32.0	115.0	43.0	190.0

Table No. 5(a)
Chi square test

	Value	df	Asymp. Sig. (2 – sided)
Pearson Chi square	11.731	6	0.068
Likelihood Ratio	13.265	6	0.039
Linear by linear Association	0.327	1	0.567
N of Valid cases	190		

Inference :From Table No. 15(a), the p value is found to be 0.039 which is less than 0.05($0.039 < 0.05$), Hence H_0 is rejected and alternate hypothesis H_1 is accepted. Hence there is a significant relation between the age of the employees and the appreciation they receive when they give feedback to their supervisor.



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Table No. 6
Experience with looking for opportunities which would enhance organizational performance
 Descriptives

Experience	N	Mean	Std. Deviation	Std. Error	95% confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
0 to 5 years	77	1.844	0.563	0.064	1.716	1.972	1.00	3.00
6 to 10 years	82	2.012	0.577	0.063	1.885	2.139	1.00	3.00
11 to 15 years	30	2.166	0.592	0.108	1.945	2.387	1.00	3.00
16 to 20 years	1	3.000	0.000	0.000	0.000	0.000	3.00	3.00
Total	190	1.973	0.585	0.042	1.889	2.057	1.00	3.00

Table No. 6(a)
 ANOVA

	Sum of squares	df	Mean square	F	Sig.
Between groups	3.584	3	1.195	3.626	0.014
Within groups	61.284	186	0.329		
Total	64.868				

Inference

From the Table No. 16(a), p value is found to be 0.014 which is less than 0.05(0.014<0.05). Hence H₀, null hypothesis is rejected accepting the alternate hypothesis. Therefore, there exist a significant relation between the experience of the employees with that of the opportunities that they receive which enhances organizational performance.

Table No. 7
Educational qualification with enthusiasm towards the job
 Correlations

		Educational qualification	I am enthusiastic about my job
Educational qualification	Pearson Correlation	1	0.140
	Sig. (2 – Tailed)		0.054
	N	190	
I am enthusiastic about my job	Pearson Correlation	0.140	1
	Sig. (2 – Tailed)	0.054	
	N	190	190

Inference

From the Table No. 17, it is found that there exist a positive correlation since the p value is 0.54. Therefore null hypothesis is rejected accepting the alternate hypothesis, stating that Educational qualification of the employees are directly proportional to their enthusiasm towards their job. This implicates that enthusiasm of the employees towards their job increases with increase in their educational qualification and decreases when their qualification is low.

Table No. 8
Age with inspiration towards their job
 Paired sample correlation

Pair 1	N	Correlation	Sig.
Age & My job inspires me	190	0.074	0.313



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Table No. 8(a)
Paired sample Test

Pair - 1	Paired Differences				t	df	Sig (2 – tailed)	
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower				Upper
Age – My job inspires me	0.189	0.979	0.710	0.049	0.329	2.667	0.008	

Inference

From the Table No. 18 it is clear that there exist a positive correlation between the age of the employees and their inspiration towards their job. Then from Table No. 18(a), it is found that p value is 0.008 which is less than 0.05 ($0.008 < 0.05$). Hence null hypothesis is rejected accepting the alternate hypothesis. This states that there is a significant association between the age of the employees and their inspiration towards their job.

Table No. 9
Experience with developmental opportunities
Descriptives

Experience	N	Mean	Std. Deviation	Std. Error	95% confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
0 to 5 years	77	2.311	0.466	0.053	2.205	2.417	2.00	3.00
6 to 10 years	82	2.243	0.485	0.053	2.137	2.350	1.00	4.00
11 to 15 years	30	2.300	0.466	0.085	2.126	2.474	2.00	3.00
16 to 20 years	1	3.000	0.000	0.000	0.000	0.000	3.00	3.00
Total	190	2.284	0.475	0.034	2.216	2.352	1.00	4.00

Table No. 9(a)
ANOVA

	Sum of squares	df	Mean square	F	Sig.
Between groups	0.711	3	0.237	1.051	0.371
Within groups	41.941	186	0.225		
Total	42.653	189			

Inference

From Table No. 19(a), the p value is found to be 0.371 which is greater than 0.05 ($0.371 > 0.05$), hence H_0 is accepted rejecting H_1 . Hence there is no significant relation between the experience of the employees with the developmental opportunities made available.

Table No. 10
Designation with supervisory support
Paired Samples correlation

Pair 1	N	Correlation	Sig.
Designation * Supervisory support	190	0.079	0.276



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Table No. 10(a)
 Paired sample test

Pair - 1	Paired Differences				t	df	Sig (2-tailed)	
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower				Upper
Designation – Supervisory support	1.052	1.052	0.076	0.901	1.203	13.782	189	0.000

Inference

From the Table No. 20 it is clear that there exist a positive correlation between the designation of the employees and the supervisory support they receive. Then from Table No. (20), it is found that p value is 0.000 which is less than 0.05 (0.000<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. This states that there exist a significant relation between the designation of the employees and the supervisory support they receive.

Table No. 11
 Age with attitude towards their job as a meaningful and purposeful job
 Cross tabulation

Age	Count	I find the work that I do is meaningful and purposeful			Total
		Strongly agree	Agree	Neutral	
Below 20 years	Count	8	16	7	31
	Expected Count	5.7	18.8	6.5	31.0
21 to 30 years	Count	22	67	17	106
	Expected Count	19.5	64.2	22.3	106.0
31 to 40 years	Count	4	27	8	39
	Expected Count	7.2	23.6	8.2	39.0
Above 40 years	Count	1	5	8	14
	Expected Count	2.6	8.5	2.9	14.0
Total	Count	35	115	40	190
	Expected Count	35.0	115.0	40.0	190.0

Table No. 11(a)
 Chi square test

	Value	df	Asymp. Sig. (2 – sided)
Pearson Chi square	16.022	6	0.014
Likelihood Ratio	14.045	6	0.029
Linear by linear Association	6.903	1	0.009
N of Valid cases	190		

Inference

From the Table No. 21(a), p value is 0.014 which is less than 0.05(0.014<0.05). Hence null hypothesis is rejected accepting the alternate hypothesis. Therefore, it is concluded that there is a significant relation between the age of the employees and their attitude towards their job as a meaningful and purposeful job.



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Table No. 12
Designation with procedural justices
Paired sample Correlation

Pair 1	N	Correlation	Sig.
Designation & Procedural justices	190	0.035	0.631

Table No. 12(a)
Paired sample test

Pair - 1	Paired Differences				t	df	Sig (2 – tailed)	
	Mean	Std. Deviati on	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower				Upper
Designation – Procedural justices	1.015	1.818	0.131	0.755	1.276	7.700	189	0.000

Inference

From the Table No. 22, it is clear that there exist a positive correlation between the designation of the employees and the procedural justices provided. From Table No. 22(a), it is found that p value is 0.000 which is less than 0.05 ($0.000 < 0.05$). Hence null hypothesis is rejected accepting the alternate hypothesis. This states that there exist a significant association between the designation of the employees and the procedural justices provided.

8. FINDINGS

- 65.8 % of the respondents are degree holders.
- 38.4 % of the respondents belong to the division of manufacturing service.
- 43.8 % of the respondents are with 6 to 10 years of work experience in Greaves.
- 90 % of the statement agree to the statement that they are feeling positive about the job and the organization.
- 62.5 % of the respondents agree to the statement that depicts their pride of their job.
- 67.4 % of the respondents are satisfied with the organizational support criteria named procedural justices.
- 70.5 % of the respondents are satisfied with the organizational support criteria that deals with the time given to restore personal resources.

9. SUGGESTIONS

Since the belief on the organization seems to be less among very members. So this can be increased by commencing few motivational factors like rewards, recreational activities etc., Events in case of Performance feedback, developmental opportunities, procedural justices, supervisory support and time given to restore personal resources can be revised after a thorough research emphasizing in - depth interviews on these aspects with each and every employees, as there exist a very few pessimistic thoughts in these two concepts.

10. CONCLUSION

Finally with all the findings out of the percentage analysis it was concluded that the perception of the employees towards their organization with regards to work engagement are in assenting terms which shows the positive aspect of the organization and its relationship with its employees. The nominal factors like age, educational qualification, experience and designation of the employees are found to be related with their few perspectives in assenting terms which talks about the optimistic thought about the organization, their individual activeness at workplace to perform better, opportunities they receive for their betterment, receiving of appreciation from supervisors, the inspiration of job and the developmental opportunities they receive. These



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outcomes portrays the positive climate of the organization and its relationship with the employees which is appreciable and the organization could reach greater heights in the industry, if few grooming measures are made in order to satisfy the employees expectations in few cases, in turn, the life of employees in work place and personal would become prudent.

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